"The Hospitality City"

CITY MANAGER'S WEEKLY UPDATE
January 23, 2004

Dear Mayor, Councilmembers, Residents and Employees:

Tourism Networking Summit: On Thursday, January 29, 12:00 PM – 2:00 PM, Seattle Southside Visitor Services (SSVS) will host its quarterly Tourism Networking Summit at the Marriott in SeaTac. This is an opportunity for tourism-related businesses and agencies within the city limits of SeaTac and Tukwila to find out what is going on in the region and to network with each other. Items on the January agenda include:
- Washington State Business and Tourism Development 2004 Plan
- SSVS 2004 Marketing Plan
- Tacoma Regional Convention and Visitor's Bureau Update
- Seattle Convention and Visitor's Bureau Update

Complimentary lunch is provided. For more information or to RSVP, contact Kari Gallaway at 206.575.2489 or Kari@SeattleSouthside.com.

Proposed Business Travel Development Plan: In December 2002, staff presented a recommendation from the Hotel-Motel Tax Advisory Committee to the City Council that approximately $100,000 in Hotel-Motel taxes be used to hire a consultant for economic development services. At that time, City Council directed staff to develop a detailed economic development workplan for its consideration. Over the intervening months the Hotel-Motel Tax Advisory Committee has worked with SeaTac Economic Partnership (STEP) and staff to develop the attached Business Travel Development Plan. The Plan defines a strategy to increase business travel, represented by paid overnight hotel stays, through the following:

- Objective 1: Grow new and existing businesses that generate in-bound overnight hotel stays.
- Objective 2: Support amenities and services to motivate business travelers to extend trips for recreation.

The Proposed Business Travel Development Plan will be discussed at the Joint City Council/Hotel-Motel Committee meeting scheduled for January 27th, 4:00 PM in Council Chambers.

Holiday Adopt a Family Program: The holiday giving program, providing gifts and holiday meals to SeaTac families in need, was a huge success due to the support given by community businesses and City of SeaTac employees. This year at least 48 less fortunate SeaTac families, representing over 100 children and many seniors, were the beneficiaries of a generous outpouring of time, effort, gifts, and nearly $1,000 in financial contributions used to purchase gifts and food. The Boeing Employees Adopt a Family Program "adopted" two families from each of the City's six elementary and middle schools. The remaining families were "adopted" through a coordinated effort led by our Police Community Service Officer, Eloise Kruger. The program's success was made possible through the efforts of many people, however, special recognition should go to Donna Locher, Chris (Domestic Violence Advocate), Gerry Sherman, and Kathy Glenn. (Letters from families are attached.)

Police News: On January 18, around 1:30AM, an officer was traveling northbound on International Boulevard South, when he noticed a vehicle traveling southbound with no head lights on. The officer turned around, stopped the vehicle, and identified the driver and two passengers. Another officer responded as back up and approached from the passenger side. The first officer saw the male in the passenger seat attempt to unlock the passenger side door. When the male opened the door, the officer heard what sounded like a metal object fall to the ground. The back up officer yelled, "He's got a pistol!" The officer removed the male subject from the vehicle and placed him in handcuffs. A large amount of money and clear plastic baggie were observed sticking out of the male subject's pants. The baggies contained several off-white rocks consistent with rock cocaine. Once the scene was secured, an officer opened the vehicle's glove compartment and located another revolver. When officers interviewed the other passenger, she stated that she knew the driver owned a gun, but did not know she had it in the car. This passenger was released at the scene. The driver was transported and booked into Jail for carrying a weapon without a permit and Possession of Marijuana. Based on a preliminary review of the male subject's criminal history, it appeared that he is a convicted felon and was transported and booked into Jail for being a felon in possession of a firearm and a felony drug charge. The officer also recommended an additional charge of carrying/ possessing a weapon with altered or removed serial number.

On January 19, members of the Alaska Airlines Credit Union reported that $108,999 in cash was missing from their vault. On November 26, 2003, members of the credit union became aware that the cash count in the vault was short $77,000 in cash. They questioned the bookkeeper, who told them that she had initially intended to deposit the $77,000 in cash on November 26, but decided at the last minute to keep the money in the vault for "cash on hand". She assured them that the money was still accounted for and was currently inside the vault and that the missing money would be reflected on the December monthly report. When the December monthly report came in on January 1, 2004, it still showed $77,000 in cash missing. Members also noticed alterations had been done on their logbook entry. The subject later explained that she had placed the cash inside a money bag and placed it on her desk in preparation for the January 2, 2004 deposit. She then left her desk for a few minutes, and when she returned, the bag containing the money was missing. She could not explain why she did not report the missing bag of money at that time. Members of the Credit Union were able to discover unusually large amounts of cash being deposited into the subject's bank

account around the same time it turned up missing. The subject was placed on leave. SeaTac detectives are currently investigating the case.

Money-saving paperless packets: The City is excited to announce that we now have the technology and equipment to provide the City Council Agenda Packet electronically on the City's Website with all its attachments (with the exception of vouchers). The City Manager's Weekly Update has been posted on the web previously, but we now have the capability to provide **all** the attachments electronically.

Posting these documents electronically will save on paper costs, staff time, and the environment by reducing the number of paper copies required in the past. Additionally, it provides broader accessibility to our citizens.

To access either the City Council Agenda Packet or the City Manager's Weekly Update, simply go to the City's Website: www.ci.seatac.wa.us. At the bottom of the homepage is a **WHAT'S HAPPENING?** section. You can click on the City Manager's Update or the Council Agenda Packet to view the documents. For ease in use, there will also be bookmarks on the left side to quickly maneuver to a specific attachment.

- January Calendar

•	Agendas:	Planning Commission	01/26/04
		Human Services Advisory Committee	01/26/04
		Public Safety and Justice Committee	01/27/04
		Joint City Council/Hotel-Motel Tax Advisory Committee	01/27/04
•	Minutes:	Transportation and Public Works Committee	01/20/04

Bruce Rayburn, City Manager

Proposed
City of SeaTac
Business Travel Development Plan

I. INTRODUCTION

Goal and Objectives
This plan defines a strategy to expand tourism through increased business travel in the City of SeaTac over the next ten years, represented by the number of paid overnight hotel stays. Since business travelers constitute the dominant segment of SeaTac's tourism market, the City of SeaTac is pursuing increased business travel as an effective way to expand overall tourism and paid overnight hotel stays. Business travel expansion will be pursued through the following:

- Objective 1: Encourage the growth of new and existing businesses that generate in-bound overnight hotel stays.
- Objective 2: Support local amenities and services to motivate business travelers to extend trips for recreational purposes.

Plan Process
The City's efforts to expand business travel are guided by the City Council. In-put is provided by the SeaTac Economic Partnership (STEP), which includes representatives from the City of SeaTac, Port of Seattle and local business community, and the City's Hotel-Motel Tax Advisory Committee, which includes equal numbers of representatives from businesses required to pay the tax and individuals involved in activities authorized to be funded by the tax revenues. City staff provides support to all stages of this process.

Funding
Plan activities will be primarily funded through Hotel-Motel Tax Funds, with the supplemental support of the City General Fund. This is consistent with RCW 67.28.1815, which includes "tourism promotion" among allowable expenditures of Hotel-Motel taxes, and RCW 67.28.080, which defines tourism promotion as "activities and expenditures designed to increase tourism, including but not limited to advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists; developing strategies to expand tourism; operating tourism promotion agencies; and funding marketing of special events and festivals designed to attract tourists."

Related Activities

New Economic Strategy Triangle (NEST) Study
The Cities of Burien, Des Moines and SeaTac are working with the Port of Seattle on the New Economic Strategy Triangle (NEST) Study. The purpose of the study is to identify and evaluate how to strategically and collectively prepare a priority set of

industrial/commercial properties (called "NEST egg properties") for development. The properties, totaling about 400 acres once topographic limitations are factored in, are located in Burien, Des Moines and SeaTac. The majority of the acreage is owned by the Port of Seattle as operator of the Airport. These properties have unique location attributes such as proximity to the airport and major roadways. The findings of this study will be integrated with the City's other economic development efforts as they evolve.

Seattle Southside Visitor Services (SSVS)
In 2002 the Cities of SeaTac and Tukwila formed a joint venture, Seattle Southside Visitor Services (SSVS) to grow the leisure travel market. SSVS' mission is to increase awareness among leisure travelers of SeaTac as a tourist destination and improve weekend hotel occupancy rates. Now in its third year of operation, SSVS plays an invaluable role in growing the City's leisure travel market. SSVS' efforts support the City's Business Travel Development Plan, particularly in the area of converting corporate/business travelers into leisure travelers.

II. PAST ACTIVITIES

Creation of the Hotel-Motel Tax Advisory Committee
The Hotel-Motel Tax Advisory Committee was formed in 1998 to provide recommendations to the City Council on expenditure of the 1% Hotel-Motel Tax Funds. In its nearly six years of operation the Committee has helped the City undertake a variety of projects that highlight the City's advantages and capitalize on tourism expansion opportunities. Committee activities that directly support the development of this plan are highlighted below.

2000 Marketing Study
In 2000 the City of SeaTac hired a consultant to help identify the City's strengths and develop a plan for marketing the City. Specifically, the study examined:
- What characteristics of the City should be highlighted in promotional efforts?
- What messages should be conveyed?
- Who should SeaTac's marketing messages target?

Key study findings are summarized below.

1. City marketing theme
- Providing convenience and service to people and businesses that use the airport.

2. Marketing messages incorporating the key theme
- SeaTac provides essential services to business and vacation travelers.
- SeaTac is the most convenient starting point to access the region's attractions.
- SeaTac offers immediate airport access.
- SeaTac, the City and Sea-Tac, the Airport: right next door, but not the same.
- The new International Boulevard is a fresh and attractive front door for SeaTac.

3. Messages targeting developers
- SeaTac wants to help you develop successful projects.
- "Connectivity" to the airport builds value in your projects.

4. Messages targeting the financial and business community
- Airport dependent businesses provide a stable market for city development.
- Visitors are the key to our City's economy.
- SeaTac is the area's most important city, serving as the region's front door.

5. Principle audiences for marketing messages
- Tourists and visitors to the region.
- Business travelers.
- Developers active in south-end projects.
- Businesses that desire south county office space or are airport dependent.

Image Campaign
The City of SeaTac employed these marketing themes and messages in an awareness-raising media campaign launched in 2001. The campaign ran for approximately 20 months and employed a multi-media strategy including the following elements:
- Image and advertising spots on KIRO, KVI and KNWX.
- Economic development brochure sent to targeted mailing list.
- Economic development CD sent to targeted mailing list.
- Economic development web pages.

Since these efforts were conducted to serve the general goal of boosting the City's image and raising public awareness of the City's identity, it is difficult to track specific impacts. However, anecdotal feedback, including comments from prospective and existing businesses, indicates a growing awareness of the City and the many advantages of visiting, working and living in SeaTac.

2003 Economic Development Consultation
With an umbrella awareness campaign under its belt, the City of SeaTac was ready to focus its efforts on developing a tourism-driven economic development strategy. In 2003 the City of SeaTac hired Chris Duerkson of Clarion Associates and Franco Eleuteri of McClier Corporation for this purpose. Four primary lessons emerged from the consultation that are relevant to the City's business tourism efforts:
1. Sea-Tac International Airport is losing market share to Vancouver B.C. and Portland Oregon.
2. The Port of Seattle, operator of Sea-Tac Airport, and City of SeaTac need to strengthen their collaborative relationship in order to provide the land base that Sea-Tac requires to successfully compete with its competitors.
3. The evolution from low-quality strip development to higher quality mixed use complexes will continue in the City of SeaTac as long as the City requires high quality development, maintains and improves vehicular and pedestrian connections to the airport terminal and preserves key development sites.

4. Business travelers constitute the dominant segment of SeaTac's tourism market. The City needs to provide amenities that encourage business travelers to extend their stays in SeaTac and spend tourism dollars in SeaTac.

III. PLAN OVERVIEW

Building upon the findings of the Duerkson/Eleuteri consultation, the City is focusing its current efforts on growing the business travel market through the following:

- Objective 1: Encourage the growth of new and existing businesses that generate inbound overnight hotel stays.
- Objective 2: Support local amenities and services to motivate business travelers to extend trips for recreational purposes.

This plan supports these objectives by defining a strategy for identifying specific industries, enhancement projects, incentives and communications strategies for the City's future business travel expansion activities. Specifically, the plan will help the City identify:
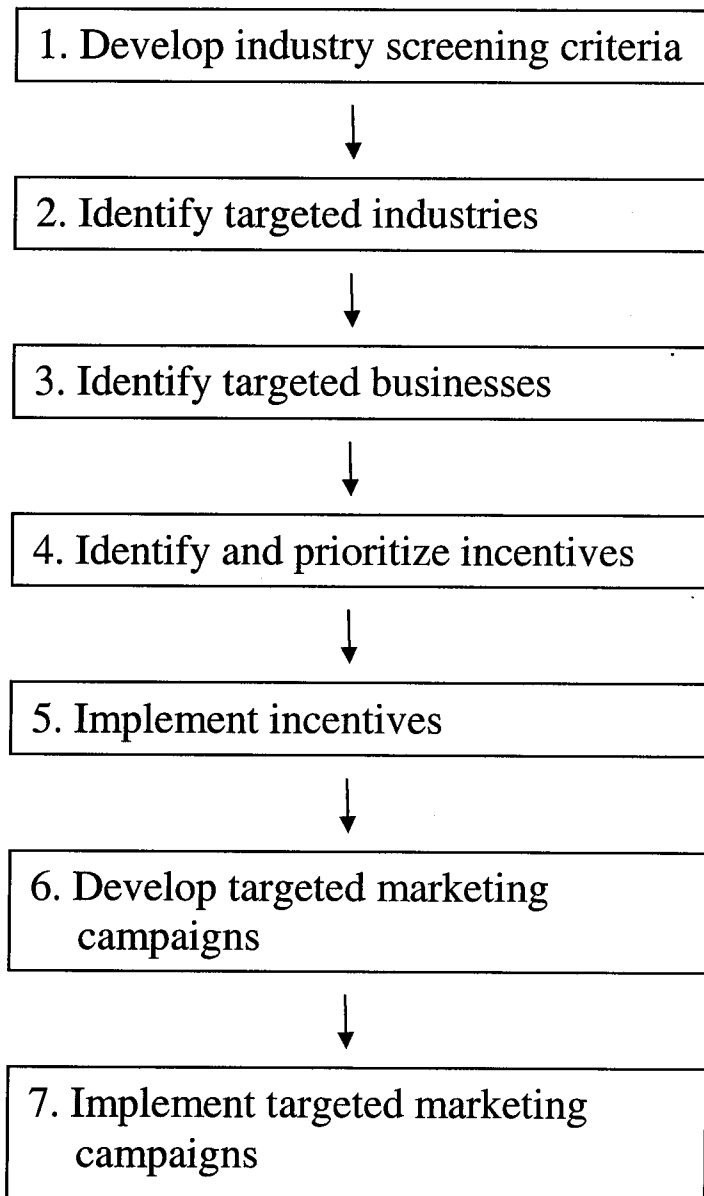
- Industries to target for maximum business growth.
- Amenities and services business travelers demand.
- Incentives to encourage expansion among new and existing businesses.
- Communication strategies targeting businesses.
- Communication strategies targeting business travelers.

As currently envisioned, the results of this inquiry will inform a process that culminates in marketing strategies that support increased overnight hotel stays by business travelers in SeaTac. A unique marketing strategy will be developed and implemented for each targeted business type, consistent with Objective 1. A separate marketing strategy will be developed and targeted at business travelers, consistent with Objective 2. The next two sections discuss in greater detail the steps that will be taken to achieve these objectives.

IV. BUSINESS EXPANSION

The process of generating increased overnight hotel stays through business expansion can be divided into seven steps, as discussed in detail below.

Business Expansion

1. Develop industry screening criteria

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2. Identify targeted industries

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3. Identify targeted businesses

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4. Identify and prioritize incentives

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5. Implement incentives

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6. Develop targeted marketing campaigns

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7. Implement targeted marketing campaigns

1. Develop industry screening criteria

The first step focuses on developing criteria that will be used to determine which industries should be pursued to maximize the City's progress toward its business expansion goals. Potential criteria include but are not limited to:

- Generating paid overnight hotel stays.
- Creating family wage jobs.
- Generating tax revenue.
- Supporting a pedestrian environment.

This is a crucial step because the criteria will serve as the foundation of future business expansion efforts. The criteria will serve as the screen that distinguishes high priority industries from lower priority industries. The City will then focus its recruitment and retention efforts on meeting the needs of those industries that have been identified as a high priority.

The assistance of a consultant is advised, given the strategic importance of creating a set of criteria that accurately capture the City's business expansion objective.

Benchmark: City Council adopts a set of business expansion criteria, based on input from STEP, the Hotel-Motel Tax Advisory Committee and staff.

2. Identify targeted industries

The adopted criteria will be used to refine the list of industries being considered as potential recruitment and retention targets. Based on the findings of an economic development consultation conducted by Chris Duerksen and Franco Eleuteri in 2003, the following business types are being considered:

- Tourism supportive markets such as food, entertainment, exercise, retail.
- General markets such as logistics, e-commerce, corporate and non-profit association headquarters, trade marts (pharmaceuticals, agricultural products, foods), and high-value/low-weight products (electronics and biotech) that could generate paid overnight hotel stays.

The result of this analysis will be a prioritized list of industries that offer the greatest opportunity to increase business travel in SeaTac. Studying and satisfying the needs of these industries will guide the City's business expansion efforts for the foreseeable future.

The assistance of a consultant is advised, given the specialized knowledge involved in accurately evaluating the relative benefits of various industries.

Benchmark: Identify prioritized industries based on their potential to provide the greatest business expansion benefit to SeaTac.

3. Identify targeted businesses

During the third step, industry information will be refined to identify businesses within each of the targeted industry groups. The targeted businesses should serve as icons of

their industry subset. By developing an understanding of their needs and a strategy for efficiently meeting those needs, the City will gain a competitive advantage in attracting those industries to SeaTac. For example, if application of the City's business expansion criteria indicates that a chain coffee house is necessary to support the City's goal to increase business travel, studying the locational decision-making processes of Starbucks and Tully's will give the City a firm understanding of what it takes to bring such an enterprise to SeaTac.

This step should be conducted with the assistance of a site selection consultant or other related professional who can provide insight into businesses that serve as industry icons and are potentially interested in expanding into SeaTac.

Benchmark: Identify businesses as targets for detailed needs assessment and recruitment activities.

4. Identify and prioritize incentives
At this point the City will be prepared to uncover the specific development needs of the targeted industry icons. This will be done through:
- In-depth interviews with top decision makers in the targeted businesses, as well as with real estate agents, property managers and others who influence their siting choices.
- Site visits and tours of nearby communities and airport cities to determine what incentives have helped them recruit and retain targeted businesses.
- A review of relevant industry publications and documents published by industry associations.

The goal of this stage is to develop a prioritized list of incentives the City can pursue to tip targeted businesses' interests toward locating in SeaTac. These action items will likely include a wide variety of measures ranging from policy changes to communication strategies.

This step should be conducted by a team that includes City staff since it will be important to establish the feasibility of each potential action item from the City's perspective. For example, if an item is attractive to the business community but infeasible to the City from an economic, policy or public safety perspective, it should not be ranked high on the priority list.

Benchmark: Develop a list of prioritized incentives to support business retention and recruitment activities for each of the targeted business types.

5. Implement incentives
During this step, City staff will begin implementing the identified incentives. A timeline should be developed for each incentive to ensure its completion. Due to the variable requirements of each incentive, some may be immediately implemented while others may involve significant timelines, such as when policy changes or capital investments are involved.

Benchmark: Develop business recruitment incentive packages to address the needs of the targeted businesses with approval from the City Council and input from STEP, the Hotel-Motel Tax Advisory Committee and staff.

6. Develop targeted marketing campaigns

A marketing campaign will be developed for each of the targeted business types using information previously gathered concerning the business expansion needs of icons within their industries. Marketing campaigns can be combined within and between industries to the extent that industry icons share the same needs. Each campaign should include a timeline that takes into consideration the need for significant time leads, such as when policy changes or capital investments are involved.

Outside expertise will be needed to develop quality communication strategies. To maximize impact, the marketing campaigns should be designed for both the targeted industry icons and other businesses within those industries.

Benchmark: Develop marketing campaigns to address the needs of the targeted businesses and industries.

7. Implement marketing campaigns

Each marketing campaign should be implemented in accordance with the previously developed timeline. The marketing campaigns should be tested out on the identified industry icons. Improvements should be made incorporating lessons learned during these test implementations. The marketing campaigns should then be applied to an expanded group of businesses within the priority industries.

Benchmark: Implement a marketing campaign for each of the three targeted industries.

BUSINESS EXPANSION BUDGET AND SCHEDULE

Costs have been estimated for the business expansion steps described above to the extent possible at this stage in the process. It is estimated that Steps 1-4 would cost a combined total of $50,000, while it is too early in the process to estimate costs for Steps 5-7. Budget estimates will be updated as more information becomes available.
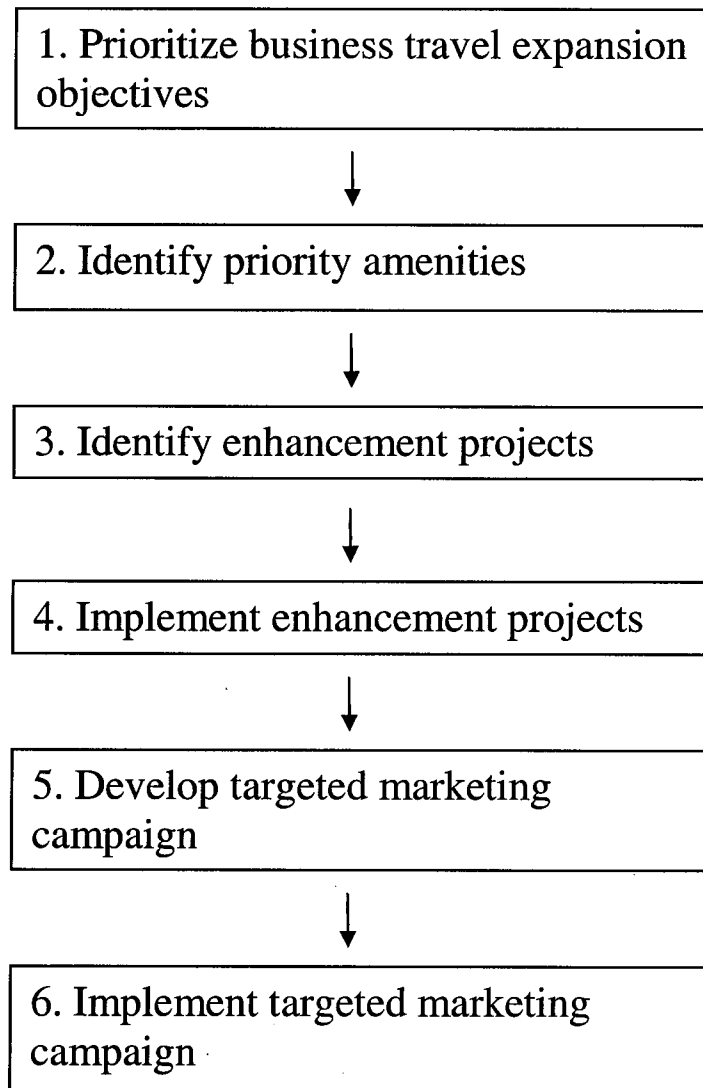
Steps 1-4 will be implemented in 2004. Steps 5-6 will be initiated in 2005 and will follow variable timelines based on the unique requirements of each incentive.

Step	Activity	Cost	Timeline
1	Develop industry screening criteria	$2,000	2004
2	Identify targeted industries	$25,000	2004
3	Identify targeted businesses	$3,000	2004
4	Identify and prioritize incentives	$20,000	2004
5	Implement incentives	TBD, project-specific	2005
6	Develop targeted marketing campaigns	TBD	2005
7	Implement targeted marketing campaigns	TBD	2005

V. BUSINESS TRAVEL EXPANSION

The process of expanding business travel can be divided into six steps, as discussed in detail below.

Business Travel Expansion

1. Prioritize business travel expansion objectives

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2. Identify priority amenities

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3. Identify enhancement projects

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4. Implement enhancement projects

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5. Develop targeted marketing campaign

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6. Implement targeted marketing campaign

1. Prioritize business travel expansion objectives

The City's business travel expansion goal promises two potential benefits; increased number of paid overnight hotel stays and increased dollars spent by business travelers on food, entertainment, exercise and shopping in SeaTac. This goal can be achieved through the following objectives:

- Increase the number of new and repeat visits planned by group travel conference organizers.
- Extend stays.
- Increase overnight stays of discretionary travelers accompanying business travelers.
- Increase use of SeaTac amenities.

It is not known which of these various approaches will generate the most significant and efficient boost to SeaTac's tourism-based economy. It may not be important to distinguish between them. However, to the extent that this may differentiate who is targeted and with what incentive package or communications strategy, the first step in this process is to establish a prioritized list of objectives with the assistance of a consultant.

Benchmark: Create a prioritized list of objectives based on effectiveness in increasing business travel.

2. Identify priority amenities

To ensure that investments are most efficiently and effectively targeted at increasing business travel, it is necessary to understand the end users' needs and perspectives. More specifically, the City needs to know which of the following areas are most important to business travelers and their relative priority:

- Marketing amenities in SeaTac and neighboring areas.
- Business recruitment to provide more food, entertainment, exercise and shopping amenities.
- Infrastructure investments.

Conducting a survey of business travelers (and group travel conference organizers) is a reliable way to determine which amenities best support business travel. The assistance of a consultant is advised, given the specialized knowledge involved in conducting a survey.

The survey should be designed to determine the following:

- Which amenities are most valued by business travelers.
- Whether business travelers are aware of SeaTac amenities.
- Whether business travelers are using these amenities.
- What barriers block use of amenities.
- What additional amenities should be developed and in what priority.
- Whether amenities in other areas, such as Seattle and Tukwila, support overnight stays in SeaTac or detract from them.

The survey findings should provide the City with a list of prioritized activities to maximize the City's investment.

Benchmark: Create a prioritized list of activities that will most efficiently and effectively support increased business travel.

3. Identify enhancement projects
Once the types of amenities most likely to positively impact business travelers have been identified, City staff will need to define enhancement projects in those areas. For example, if travelers express an interest in more dining options, City staff should explore opportunities to improve marketing of existing restaurants and attract new restaurants to the area. In this way, findings from the survey will help inform the business expansion activities discussed in the previous section. Understanding the specific wants and needs of the business traveler user group will provide valuable insight into the question of which industries and specific business types will provide the greatest business expansion benefit to SeaTac.

Benchmark: Identify projects within each amenity type to support increased business travel, with approval from City Council and input from STEP, the Hotel-Motel Tax Advisory Committee and staff.

4. Implement enhancement projects
During this step, City staff will begin implementing the identified enhancement projects. A timeline should be developed for each activity to ensure its completion. Due to the variable requirements of each project, some may be immediately implemented while others may involve significant timelines, such as when policy changes or capital investments are involved.

Benchmark: Implement projects in the priority areas.

5. Develop targeted marketing campaign
A marketing campaign will be developed to promote completed enhancement projects and ensure that business travelers are aware of available amenities. Communication strategies and associated publicity should target hotel staff, travel consultants and others involved in tourism supportive industries. The campaign should include a timeline for phased implementation such that business travelers are aware of enhancements as they come on line.

Benchmark: Develop a targeted marketing campaign to address the needs and wants of business travelers.

6. Implement marketing campaign
The marketing campaign should be implemented in accordance with the previously developed timeline.

Benchmark: Implement a marketing campaign that targets business travelers.

BUSINESS TRAVEL EXPANSION BUDGET AND SCHEDULE

It is too early in the business travel expansion process to accurately estimate costs for most of the steps described. Additional information will be needed to define costs. Budget estimates will be updated as more information becomes available.

Steps 1-3 will be implemented in 2004. Steps 4-6 will be initiated in 2005 and will follow variable timelines based on the unique requirements of each project.

Step	Activity	Cost	Timeline
1	Prioritize business travel expansion objectives	Included in cost of Step 2, below	2004
2	Identify priority amenities	$31,500	2004
3	Identify enhancement projects	TBD	2004
4	Implement enhancement projects	TBD, project-specific	2005
5	Develop targeted marketing campaigns	TBD	2005
6	Implement targeted marketing campaigns	TBD	2005

VI. NEAR-TERM WORKPLAN ITEMS

Given the relatively long time-frame needed to complete the steps discussed above to increase overnight hotel stays through business expansion and business travel expansion, the City plans to implement several near-term projects to encourage more immediate improvements in the City's business travel market. Several strengths distinguish both of these projects. They can be accomplished within a relatively short time-frame, are useful as stand-alone efforts and can be easily modified to integrate with subsequent projects.

1. Commercial Properties Web Project

Develop a user-friendly database and website to provide easy public access to information on vacant and redevelopable lands and available commercial properties. Information on the website will give prospective businesses a comprehensive understanding of opportunities in SeaTac, such as: site specifics (available space, cost, zoning, traffic counts), population demographics (labor force status, household income and size, educational attainment), consumer expenditures, and business and workforce characteristics (employees by occupation, total businesses by size and major industry, employment by industry).

City staff currently monitor the availability of developable lands and provide technical assistance to businesses needing information on locating and/or expanding in SeaTac. However, given limited staff time and the volume of real estate information involved, the City has been limited to a reactive approach. With the creation of an on-line economic development information system the City will be able to take a more proactive approach toward marketing opportunities in SeaTac and attracting businesses to the area.

It is estimated that this project would cost approximately $3,400 annually if the City participates in a joint website being developed by the e-Gov Alliance.

The proposed commercial properties web project has been recommended by STEP.

2. Incentives Identification Project

Evaluate what other jurisdictions are doing to enhance their competitive advantage in the economic development arena. This information will be more broad-based than the information that will be collected in Step 4 of the Business Expansion section of this plan and will provide a baseline understanding of the incentives being offered by nearby communities and other airport cities. This will involve three key steps:

- Evaluate recruitment and retention incentives of nearby communities and airport cities via site visits and tours.
- Meet with major property owners and real estate professionals to discuss economic development opportunities, constraints and incentives.
- Examine the effectiveness of existing development incentives provided by the City of SeaTac and Port of Seattle.

This information will be used to identify incentives the City already has in place and should be marketing, fine-tune existing incentives and develop a list of potential add-ons to enhance SeaTac's competitiveness.

The timeline for this project is flexible and can be adjusted based on available staff time. It is estimated that this project will cost no more than $500. The project has been recommended by STEP.

VII. ON-GOING ACTIVITIES

The City participates in other on-going economic development activities that support tourism through business expansion. They include:

- Regional efforts to encourage export trade and thereby enhance marketing opportunities of local businesses and air cargo services.
- Small Business Assistance Center, which is supported through the Southwest King County Economic Development Initiative.

VIII. POTENTIAL FUTURE ACTIVITIES

1. Port economic development lobbying

A consultant has recommended that the City intensify Port advocacy to protect and enhance the City's interests. Specifically, the City should consider hiring a high-level advocate to consistently and persuasively communicate the City's objectives to Port Commissioners. As opposed to a contract lobbyist, someone with political stature in the region, such as Dan Evans, would be a good choice. Advocacy should focus on two issues that have a paramount effect on economic development in the City:

- The City must ensure that vital transportation links with the airport remain open. Closing off entrances to the airport could have a drastic negative effect on many

SeaTac businesses. In addition, improving connectivity with the airport could greatly enhance SeaTac businesses.

- The City should urge the Port to develop vacant airport land. The Port owns the only large parcels of vacant land suitable for immediate business development in the City. If the City is to move forward on its economic development plans it must convince the Port to develop its land and develop it in ways most beneficial to the City.

STEP indicated existing processes are adequate.

2. Light rail station area planning
Completion of the light rail system will provide safe, convenient and efficient access to the airport, and an important opportunity for tourism-supportive economic development. The City's Light Rail Station Area Plans provide a vision for future development around three planned light rail stations in the area of South 154th Street, South 170th Street and South 200th Street. This vision includes carefully designed public spaces, pedestrian connections to surrounding neighborhoods and streetscapes that enhance business activities near the stations and support the development of new commercial enterprises.

To capitalize on the unique economic development opportunity presented by the light rail system, additional information is needed. This is particularly important for the airport station which will serve airport users as well as local residents. A primary question is what tourist-oriented amenities and services should be sited adjacent to the airport station to optimize the growth of business travel. Possible uses include a visitor center, meeting facility and farmer's market. Another key question is how to locate these uses within easy access of the pedestrian bridge that will link the station to the airport and the City Center District in SeaTac.

The assistance of a consultant is advised.

3. Land use development conference
A consultant has recommended that the City host a Land Development Opportunities Conference that would promote the City to developers, commercial real estate brokers, site selection consultants and senior real estate and development executives in targeted business sectors. To maximize conference attendance the City should:
- Undertake a sustained communications program that repeats the same message multiple times to the same audience. For example, the City should compile a list of the competitive advantages of doing business in SeaTac from existing materials and follow up with a press release to business media and letter to a targeted mailing list. This communications strategy should be applied each time the City completes an item for the information package, which should include a lands inventory, zoning map update, utility inventory update and development incentive package.
- Hire a star presenter or top-level panel.
- Announce a major development project on Port land.

Alternatively, as recommended by STEP, the City could participate in national trade shows targeting developers, commercial real estate brokers and site selection consultants.

STEP recommended that the conference be evaluated after surveys and trade shows are implemented.

4. Welcome Room

A consultant has recommended that the City create a business welcome room to provide a "one-stop-shop" that gathers in a single place all the information sources a business owner or developer would need when considering a move to the City. Additionally, a display wall should be created to highlight key messages, photographs and maps. This display could also be used at tradeshows or other externally conducted presentations.

It is estimated that this project could be done for approximately $1,000. STEP has recommended this activity for future evaluation.

Dear Mystery Friend,

Thank you for the wonderful gifts you gave us. We had a great Christmas, because you made it special with the presents. I hope that you had a great Christmas, and have a wonderful New Year! Thank you for everything!

Sincerely Yours

Andrea

Dear Mystery Friend

I would like to thank you for the gifts that you sent me for Christmas. Thank you.

Happy New Year

Sincerly
Linda

Dear. Mystery Friend.

Thank you for the gifts you sent me this christmas, You made my Christmas happy. Thank you for the warm gifts of coats and hats. I hope you had a good Christmas and have a happy new year.

Sincerely.
Diandra

Dear mystery friend—

Thank you for the gifts you sent me this Christmas, you made my christmas very happy. I hope you had a good Christmas. And have a happy new years.

sincerely
Daniele

Thank you for the Christmas presents We hope the New year will bring happiness and peace for everyone.

Dear Food bank—
thank you so much for
the food and the drinks. Mommy and me are so happy that we can eat all that food you gave us.

Love
us
me and Mommy

YY TT X T X X

Des Moines Area Food Bank   12/30/03

Dear City of Seatac,

I just wanted to say thank for allowing our children to have a very Merry Christmas.

_____ sleeps with his giraffe, and plays with his tonka truck. He also looks so cute in his fixes sweat outfit.

_____ takes her baby very ~~nice~~ where she goes even to watch ~~Daddy~~ Daddys Daycare. Her little outfit is just her.

_____ just plays with his lincol legs, and the plane set, hot wheels He wore his cargo pants with the zip away leg bottoms to school with the shirt. He was able to get some flece pants to go with the Rusle flece top. He sleeps with Daffy duck.

_____ keeps her teddy bear on her bed. plays dress up with her ~~darbies~~ (loves the girl & boy~~s~~) She weras the colour coat all the time and just could not wait to were her new jeans to school.

_____ was pleased to have a nice bath set. she like her hat set so much we have to tell her to take it off in the house. She didn't wait to were her outfit. She had to wash it for School.

_____ put his watch on as

so as he got it unrapped. He played around with his hack.. He wore his hat and gloves Christmas moring... ...also could not wait to were his Zinco pants.

Mom & Dad are wering the new clothes. Mom just loves her sweater & jeans She has burned the candle and is using her bible cover. Dad loves his bible cover and couldn't wait to listen to his B.B. King.

P.S. Thank you for making this Christmas a Verry Merry one. Hope God Blessed each of you.

January 2004

◀ January ▓ 2004 ▓ Go ▶

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 New Year's Day (City Hall Closed)	2	3
4	5	6 SCM / SS 6pm (CANCELLED)	7	8 LUP 4:00pm (Airport Conf RM 345)	9 SWKC 11:30am (Rainier Golf & Country Club)	10
11	12 Civil Svs Com 3:30pm (Cancelled) PC 5:30pm (CC RM 105)	13 A&F 3pm (Airport Conf RM 345) Wireless Facilities Workshop 4pm (CC RM 105) Library Adv Com 5:30pm (VV Library) SCM/SSS/RCM 6pm (CC RM 105)	14 Hotel/Motel 10am (DoubleTree/ Monterey 1 Conf.Rm-Tukwila) SCA 5:30pm (Embassy Suites, Tukwila) Human Rel Adv Com 6pm (Riverton Training RM 128) Community Mtg - Senior Center Pre-Design program Study 6pm (CC Rm 105)	15 Sr Citizen Adv Com 10am (CTR)	16	17
18	19 Martin Luther King Jr. Birthday (City Hall Closed in Observance)	20 T&PW 4pm (Airport Conf RM 345) SS 6pm (CC RM 105)	21	22 Hearing Examiner 6pm (CC RM105)	23	24
25	26 PC 5:30pm (CC RM 105) Human Svs Com 6pm (Riverton Training RM 128)	27 PS&J 3pm (Airport Conf RM 345) Joint City Council-Hotel/Motel Meeting 4pm (CC RM105) RCM 6pm (CC RM 105)	28 Community Mtg - Senior Center Pre-Design program Study 6pm (CC Rm 105)	29	30	31

MEETING LEGEND:

A&F	Administration & Finance	RCM	Regular Council Meeting		
LUP	Land Use & Parks	SCA	Suburban Cities Association		
PC	Planning Commission	SCM	Special Council Meeting		
PS&J	Public Safety & Justice	SS	Study Session		
PSRC	Puget Sound Regional Council	SSS	Special Study Session		
		SWKC	Southwest King County Chamber		
		T&PW	Transportation & Public Works		

MEETING Location

(CC RM 105)	Council Chambers*
(NSPCC)	North SeaTac Park Community Center
(VRCC)	Valley Ridge Community Center
(VV Library)	Valley View Library

Updated 01/23/2004

*Council Chambers are accessible to persons with disabilities equipped with Assistive Listening Devices.

The dates and times of meetings are subject to change. Please contact City Hall to verify the above information.

City of SeaTac: 4800 South 188th Street: SeaTac, WA 98188-8605;
Main: 206.973.4800; TDD: 206.973.4808; FAX: 206.973.4809

CITY OF SEATAC
PLANNING COMMISSION MEETING

January 26, 2004

Council Chambers, SeaTac City Hall, 4800 S. 188th Street
5:30 p.m. to 7:30 p.m.

MEETING AGENDA

1. Call to Order/Roll Call – 5:30 P.M.

2. Approve Minutes of January 12, 2004 – 5:30 to 5:35 P.M.

3. Old Business – 5:35 to 6:15 p.m.

   • Update on Wireless Telecommunications Facility (WTF) Consultant's Work Progress and Review of WTF Questionnaire

   • Update about Public Outreach Efforts Related to the 2004 Comprehensive Plan Update

4. New Business – 6:15 to 7:15 P.M.

   • Initial Discussion about Short Plat Thresholds

   • Initial Discussion about S. Military Road Rezone

   • Discussion about PAC 2003 Accomplishments and 2004 Goals

5. Commission Liaison's Report – 7:15 to 7:25 P.M.

6. Planning Director's Report – 7:25 to 7:30 P.M.

7. Adjournment – 7:30 P.M.

City of SeaTac
Human Services
Advisory
Committee

Karyn Kuever
(Chair)
Trish Crocker
### Jo Kraft
Janelle McCray
Darleene Thompson

◆

The Human Services
Advisory Committee serves
the City Council by advising
on human services issues
including:

community needs
human services priorities
plans and policies
funding requests
annual funding plans
collaborative & regional
planning initiatives
service trends & updates

◆

City of SeaTac
4800 South 188th Street.
SeaTac, WA 98188
206.973.4815

TDD: 206.973.4808
FAX: 206.973.4819
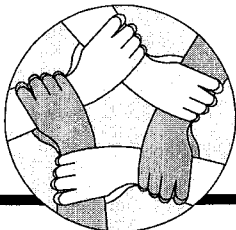
Meeting Notice

City of SeaTac City Hall
Riverton Room

Monday, January 26, 2004
6:00 PM

Agenda

Call to Order

Approval of Minutes:
➧   December 8, 2003

Business:
➧   Presentation on YMCA Youth
Development
        Chuck Varner
        Megan DeHan
➧   Review 4th quarter performance
reports
➧   Develop timeline for 2004 application
process
➧   Propose site visit

New Business:
➧   Update City's funding priorities

Next Meeting:
➧   February 23

Adjournment

City Council Committee Meeting
Public Safety & Justice
January 27, 2004
3:00 P.M. City Hall
Airport Conference Room #345

AGENDA

<u>Members:</u>
Councilmember Gene Fisher, Chair
Councilmember Joe Brennan
Councilmember Terry Anderson

Staff Coordinator: Robert W. Meyer, Fire Chief

1. Police Station Utilization
   By: Scott Somers, Police Chief & Sgt.Greg Dymerski

2. Burien Annexation
   By: Scott Somers, Police Chief

3. Future Questions For Discussion On Public Safety
   By: Scott Somers, Police Chief

4. Dates and Times for Future Meetings
   By: Gene Fisher, Councilmember: Committee Chair

JOINT CITY COUNCIL
HOTEL/MOTEL TAX ADVISORY COMMITTEE
MEETING

January 27, 2004
4:00 PM
SeaTac City Hall, Council Chamber – Room 105
4800 S. 188th St.
Chair: Councilmember Joe Brennan

<u>AGENDA</u>

1. Introductions

2. Seattle Southside Visitor Services 2004 Marketing Plan – Katherine Kertzman

3. Proposed Business Travel Development Plan – Craig Ward

4. Next Quarterly Meeting with Council – Craig Ward

"The Hospitality City"

City Council Committee Meeting
Transportation and Public Works
January 20, 2004
4:00 PM/City Hall Conference Room

Present:	**Absent:**	**Commence:**	**Adjourn:**
Don DeHan, Chair	Frank Hansen	4:05	5:40

Staff Coordinator: Don Monaghan, Public Works Director

AB #	Topic	Disposition

	1. Approval of an addendum to the JTS to analyze additional South Access alternatives	_X_ Informational Update
		_X_ Recommended for:
		   _X_ Approval
		   ___ Approval with modifications
		   ___ Denial
		_X_ Referred to Study Session 2-3-04

	Comments: Staff reviewed a scope of additional work on the JTS necessary to evaluate several alternatives to the South Access Expressway. Alternatives that will be evaluated include: no South Access and two alternative access configurations involving 28th Avenue South. Funds for the additional work are included in the 2004 Budget.	

	2. Approval to enter into the Des Moines Creek Construction ILA	_X_ Informational Update
		_X_ Recommended for:
		   _X_ Approval
		   ___ Approval with modifications
		   ___ Denial
		_X_ Referred to 2-3-04 Study Session

	Comments: Staff reviewed the provisions of ILA 4. This ILA includes construction of four capital projects within the basin. The cost estimate for the work is $18 million. Funding is secured through the agreement - $9 million from WSDOT and $9 million from the Port of Seattle. SeaTac has already committed its share of funding in the earlier ILA's.	

	3. Approval of an Ordinance granting FAA a franchise to install electrical and telecommunication facilities in the public right-of-way	_X_ Informational Update
		_X_ Recommended for:
		    _X_ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to Staff to verify undergrounding provided within the Ordinances; to 1-20-04 Study Session

	Comments: Staff reviewed a proposed franchise with the Federal Government for any electrical/telecommunication facilities. The proposed franchise is consistent with our standard franchise except FAA is self insured therefore there is no insurance or bonding requirements. Legal has reviewed the draft and concurs. Since FAA is a non-profit organization, there is no fee. They will work with the City to insure they do not interfere with the existing underground facilities.	

	4. Approval to purchase a fork lift funded in the 2004 Budget and other equipment	_X_ Informational Update
		_X_ Recommended for:
		    _X_ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to 1-20-04 Study Session for the forklift & 2-3-04 Study Session for other equipment

	Comments: Staff presented the request to purchase a forklift. This item is already in the budget. Public Works did a competitive bid and the low bid was less than costs offered in the State contract. Requests to purchase other budgeted equipment will come back to Council in February.	

	5. Briefing on the International Boulevard Phase IV Improvement Project	_X_ Informational Update
		___ Recommended for:
		    ___ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to future committee meeting after bid opening

	Comments: Staff updated the committee on the project progress. The plans are nearly completed. The project will go to bid February 16th with the bids being opened the first week of March. Then the project will go back to the committee on March 16th with Council award scheduled for March 23rd. Construction could begin in early May.	

	6. Approval of a MOU with Midway Sewer District for the City to install sewer lines at the district's expense as part of the International Boulevard Phase IV Project	_X_ Informational Update
		_X_ Recommended for:
		    _X_ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to 2-3-04 Study Session

	Comments: A sewer line within the Phase 4 Project limits needs replacement. The Midway Sewer District has requested approximately 900 feet of line be included in the project. The sewer district will do the design and inspecting and the construction costs will be reimbursed by the district. Staff recommends approval to avoid future impacts to International Boulevard. The committee concurred.	

	7. Discussion on proposed Mobile Fueling Ordinance	_X_ Informational Update
		_X_ Recommended for:
		    _X_ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to 2-3-04 Study Session

	Comments: Staff reviewed the draft ordinance regarding mobile refueling operations. Some additions were made in the hours of operation and operations in close vicinity to wetlands and creeks.	

	8. Discussion on proceeding on the Military Road South Project from South 179th to South 188th Street	_X_ Informational Update
		___ Recommended for:
		    ___ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to T&PW Committee Meeting 2-17-04

	Comments: Staff presented a chronology of the proposed Military Road Project that has had several changes in limits and funding the past five years. The proposed project currently includes sidewalk, drainage and minor street improvements along the Military Road segment from South 179th Street to South 186th Street. Approximately $560,000 of Federal funds are available that would be sufficient to proceed with the design work. These funds need to be committed by the end of this year or they will be forfeited. The committee deferred direction, preferring more discussion on the issue at the next Public Works and Transportation Committee Meeting.	

	9. Policy discussion regarding undergrounding on residential streets and payment for on-going operation and maintenance of street lights	_X_ Informational Update
		___Recommended for:
		    ___ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to T&PW Committee Meeting 2-17-04

	Comments: Discussion of the policy was deferred to the next Transportation and Public Work Meeting.	

	10. Briefing on the North End Arterial Study	_X_ Informational Update
		___Recommended for:
		    ___ Approval
		    ___ Approval with modifications
		    ___ Denial
		___Referred to

	Comments: Staff presented an overview of work completed to date. There are four alternatives of which three will be addressed in the study. These are: Alternative 1) a least cost, one new perimeter road traversing the east boundary of the "L" shaped parcel. The second and third alternatives involve purchase of additional property by the Port to make the "L" shaped parcel rectangular. Alternative 2) includes a perimeter road along the east and north boundaries of the new parcel and a road (South 152nd Street) through the parcel. Alternative 3) includes the perimeter road without South 152nd Street but with a new road through the north employee parking lot that connects to South 146th Street. Alternative 4) includes further expansion of the Port property to the north with the perimeter road connecting to South 146th Street at 24th Avenue South. All alternatives except #3 will be evaluated.	

	11. Report on South County Area Transportation Board Executive Meeting	___Informational Update
		___Recommended for:
		    ___ Approval
		    ___ Approval with modifications
		    ___ Denial
		_X_ Referred to 1-20-04 Study Session where Councilman DeHan will brief Council

	Comments:	